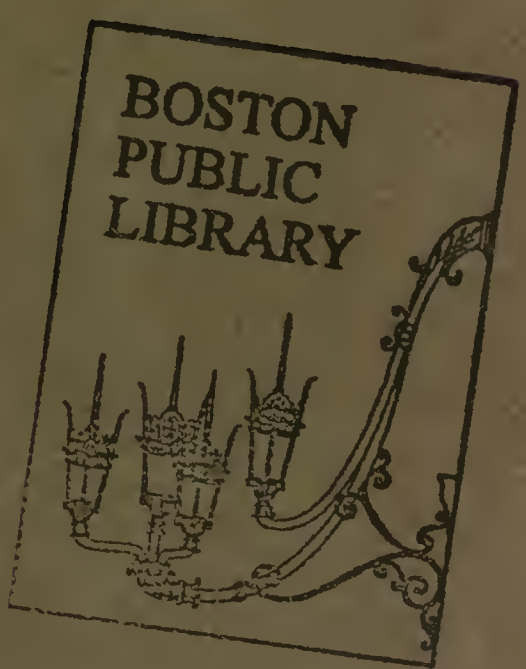
DIMEO



DIMEO
THE DIMEO COMPANIES

July 18, 1991

Mr. Richard J. Towle
Vice President for Administrative Affairs
Boston University
25 Buick Street
Boston, MA 02215

RE: The Center for Advanced Bio-Medical Research
Technology Facility

Dear Mr. Towle:

We have been following University Associates' upcoming project for a number of years and from a recent article in the Boston Business Journal, noticed that the project sounds as if it is starting to gain further momentum.

As you may know, Dimeo is a 60 year old Construction Management firm which specializes in planning and constructing hospital facilities, laboratory and research complexes and educational projects, etc. We have over 150 profcessionals on staff that provide a comprehensive array of preconstruction and construction services.

Additionally, we recently constructed a project directly across the street from your proposed project, which was the $55 million, 300,000 SF Atrium Pavilion Building at University Hospital and, further, we have also been involved for the past three years in the $75 million, 350,000 SF New Inpatient Facility at Boston City Hospital. We are also involved with major facility expansion projects at Boehringer Ingelheim Pharmaceutical Company, Serono Laboratories, Biopure, Holy Family Hospital, Tufts University, Brandeis University, Women & Infant's Hospital, Roger Williams Hospital, Wheaton College, Carney Hospital, and Brown University to name a few.

We would appreciate the opportunity to meet with you to present our capabilities and expertise and have enclosed for your review the following informational package to further acquaint you with Dimeo. If you have any questions, please do not hesitate to contact us at 617-551-0900. We look forward to speaking with you shortly.

Very truly yours,

Bradford S. Dimeo

Bradford S. Dimeo

BSD/bt

cc: ✓ Gerard Kavanaugh -
Director of Institutional Planning for the BRA

725 Canton Street, Norwood, MA 02062
617-551-0900 • 800-545-5990 • Fax 617-551-0542
Providence • Boston • Hartford

DIMEO

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AN OVERVIEW

DIMEO

AN OVERVIEW

In 1930, when Joseph Dimeo formed his own construction firm in Providence, Rhode Island and built his first project, an honorable tradition began. This tradition was a commitment to provide quality construction services and unequalled performance while adhering to a number of basic values of honesty, fairness, teamwork and dedication.

Over the ensuing decades, Dimeo has dotted the Northeast's landscape with numerous landmark buildings, in addition to renovating and restoring many historic buildings to extend their use and value. Dimeo has worked with some of the nation's most recognized companies and institutions, as well as, many of the country's leading architectural and engineering firms.

Today, Thomas P. Dimeo continues the family tradition as Chairman of the Board of The Dimeo Companies (a/k/a Dimeo Enterprises, Inc.), a holding company with a number of subsidiaries including Dimeo Construction Company and The Stone Company. Offices are located in Providence, Rhode Island; Boston, Massachusetts; Norwood, Massachusetts and Hartford, Connecticut. The Dimeo Companies have over 200 permanent employees including Project Executives, Project Managers, Superintendents, Planners, Estimators, Purchasing Agents, Accountants, MIS Specialists, etc. Each employee is equipped with the most sophisticated pre-construction and construction services and techniques available.

Since its founding, Dimeo has consistently upheld its traditions and values. With over $200 million in sales annually for the past four years, The Dimeo Companies have been ranked within the top 120 construction firms in the nation, and for almost two decades included in The Top 400 Contractors list, as published by Engineering News Record.

The Dimeo Companies are a dynamic and flexible enterprise backed by strong financial and managerial resources with the ability to make commitments and successfully accomplish even the most difficult and complex projects, in a timely and cost effective manner.

Project Experience

Hospital & Health Care Facilities
Office & Corporate Complexes
Retail Centers
Multi Unit Residential & Life Care Communities
Educational Projects
Laboratory & Research Facilities
Quality Interiors
Public Facilities

Project Types

New Construction
Additions
Historic Restoration & Preservation
Vertical Expansion
Renovations
Tenant Fit-up

Contract Approaches

Construction Management
Design/Build
General Contracting
Pre-construction Consulting
Construction Consulting
Joint Ventures

DIMEO

CORPORATE OFFICERS

DIMEO

CORPORATE OFFICERS

THOMAS P. DIMEO, Chairman of the Board

Brown University, BA Economics, 1952

Mr. Dimeo is the Chairman of the Board and principal stockholder of The Dimeo Companies, which is a holding company that includes the following: Dimeo Construction Company, The Stone Company and Chapman Builders Equipment. Mr. Dimeo is a member of numerous Board of Directors and is involved with many charitable activities, they include: Old Stone Bank, Providence Mutual Fire Insurance Company, United Way of Southeastern New England, Episcopal Charities Fund, the Environmental Quality Study Commission and Save the Bay, to highlight a few.

HARRY C. VAN MATRE, President and Chief Executive Officer

University of Michigan, BS Civil Engineering, 1963
University of Michigan, Masters in Business Administration, 1964

Mr. Van Matre is President and Chief Executive Officer of Dimeo. Mr. Van Matre is responsible for all facets of the organization including construction, marketing and accounting. He is an active member on the Southeastern New England Board of Directors for United Way and is a Trustee with the AGC and is involved with the Industry Advancement Fund.

KEVIN E. CURRIER, Treasurer and Chief Financial Officer

Providence College, BA Accounting, 1979
Bryant College, Masters in Taxation, 1984
Certified Public Accountant

Mr. Currier is Treasurer and Chief Financial Officer of Dimeo and is responsible for the development and administration of all financial systems for all companies within the organization, he has the overall supervisory responsibility for the Accounting and MIS Departments, as well as, providing a financial perspective for corporate decision-making.

W. KENT LARSEN, Senior Vice President of Operations

Missouri State University, 1954 - 1957

Mr. Larsen is Senior Vice President of Operations and has had over 25 years of progressive senior-level management experience in the construction industry, as well as, holds a Professional Engineers License in seven states. Mr. Larsen is responsible for the overall activities of Estimating, Planning, Purchasing, Operations and Construction for the company.

JOSEPH N. DESAUTEL, JR., Senior Vice President

Southeastern Massachusetts University, BS Construction Engineering, 1974

Mr. Desautel is Vice President of Business Development and is responsible for Corporate Business Planning, developing new work opportunities for present markets, as well as future markets, and overseeing the daily operations and administration for the Business Development effort. Mr. Desautel is an active member of AGC, ABC and the National Association for Senior Living Industries.

DIMEO

CLIENT AND ARCHITECTURAL LIST

CLIENT AND ARCHITECTURAL LIST

DIMEO

Representative Client List:

Dimeo's clients include many prestigious institutional and commercial owners and developers including:

A.T. Cross Company
Amica Mutual Insurance Company
Brown University
Boston City Hospital
Boston University's Medical Center
Bryant College
Butler Hospital
Carney Hospital
Commonwealth Electric
Corporate Property Investments
Digital Equipment Corporation
Filene's
G.T.E. Laboratories
Hanover Insurance Company
Harvard University
Hasbro
Homart Development Company
John Hancock Mutual Life Insurance Company
Metropolitan Life Insurance Company
Miriam Hospital
New England Deaconess Hospital
New England Telephone Company
Newport Hospital
Norwood Hospital
Old Stone Bank
Orion Research Company
Panasonic Corporation
Pawtucket Memorial Hospital
Prime Computer
Providence College
Raytheon
Rhode Island Group Health Associates
Rhode Island Hospital
Rhode Island Public Building Authority
Roger Williams General Hospital
Rhode Island School of Design
Roger Williams General Hospital
Sears, Roebuck and Company
South County Hospital
Springfield Institute for Savings
Tufts University
U.S. Coast Guard Academy
University of Rhode Island
University Of Massachusetts
Vassar College
Women and Infants Hospital

Representative Architectural List:

Dimeo has planned and constructed projects with many of the nation's and New England's leading architectural and engineering firms including:

Architectural Resources Cambridge
Cannon Design
Notter, Finegold and Alexander
Donham and Sweeney Inc.
Drummey Rosane Anderson
Goody Clancy and Associates
Robinson, Green and Beretta Corporation
The Ritchie Organization
The Architects Collaborative
Ellerbe Becket
Sasaki Associates
Sumner Schien
Shepley, Bulfinch, Richardson and Abbott
Keyes Associates
Maguire Group
Hiller Group
Paul Rudolph
Perkins and Will
Philip Johnson
Kuwabara Payne McKenna Blumberg
Huygens, DiMella, Shaffer and Associates
Childs, Bertman, Tseckares and Casendino
Mintz Associates
Hoskins Scott Taylor and Partners
Steffian Bradley Associates
Wallace Floyd Associates
Symmes Maini and McKee Associates
Whitney Atwood Norcross and Associates
Stecker LaBau Arniel McManus
Irving B. Hayes and Associates
Karlsberger and Associates
Edward Larabee Barnes and Associates
Skidmore Owings and Merrill
John Sharratt Associates, Inc.
RTKL Associates
Jung/Brannen Architects
Vitols Associates
Boston Architectural Team
Hartman-Cox Architects
Earl R. Flansburgh and Associates

DIMEO

CLIENT, ARCHITECTURAL, BANKING AND BONDING REFERENCES

CLIENT REFERENCES

DIMEO

BOSTON UNIVERSITY MEDICAL CENTER
Dr. Scott Abercrombie, Jr., MD
President
(617)638-8000
Mr. Lawrence Tomlinson
Project Manager
(617)638-8818
(617)725-4935

BROWN UNIVERSITY
Ms. Carol Wooten
Director of Physical Planning
(401)863-3371

HASBRO, INC.
Mr. Albert Verrecchia
Executive Vice President
(401)726-4100

TUFTS UNIVERSITY
Mr. Joel Kelfer
Director of Construction
(617)381-3371

DIGITAL EQUIPMENT CORPORATION
Mr. James Johnson
Senior Project Manager
(508)496-3116

WOMEN'S AND INFANTS HOSPITAL
Mr. Leland Clabots
Vice President of Plant Support Services
(401)274-1100

PAWTUCKET MEMORIAL HOSPITAL
Mr. Frank Dietz
President
(401)722-6000

RHODE ISLAND HOSPITAL
Mr. Bruce Komiske
Vice President
(401)277-4000

BRYANT COLLEGE
Mr. Brian Britton
Director of Physical Plant
(401)232-6000

ARCHITECTURAL REFERENCES

SHEPLEY BULFINCH RICHARDSON AND ABBOTT
Mr. Hugh Shepley
(617)423-1700

HOSKINS SCOTT TAYLOR AND PARTNERS
Mr. John Scott
(617)426-0600

ARCHITECTURAL RESOURCES CAMBRIDGE
Mr. Henry Reeder
(617)547-2200

CHILDS, BERTMAN, TSECKARES AND CASENDINO
Mr. Charles Tseckares
(617)262-4354

NOTTER FINEGOLD AND ALEXANDER
Mr. Maurice Finegold
(617)227-9272

WALLACE FLOYD AND ASSOCIATES
Mr. Peter Floyd
(617)423-4440

THE RITCHIE ORGANIZATION
Mr. Wendell Morgan
(617)969-9400

GOODY,CLANCY AND ASSOCIATES
Ms. Joan Goody
(617)262-2760

BANK REFERENCE

FLEET/NORSTAR
Mr. James Vesey
Vice President/N.E. Division
(401)278-6000

BONDING REFERENCE

CIGNA COMPANIES/CORROON & BLACK
Mr. George Powers
Mr. Kevin White
(617)437-6900

DIMEO

RECENT LETTERS OF REFERENCE

The University Hospital

88 East Newton Street
Boston, Massachusetts
02118-2393
617 638-

December 7, 1989

Mr. Tom Dimeo, Chairman of the Board
Dimeo Construction Company
75 Chapman Street
Providence, RI 02905

Dear Tom:

The University Hospital was extremely pleased with the level of knowledge, technical assistance, and quality of work provided by Dimeo Construction Company in the design, development, and construction of our new Atrium Pavilion. When the final set of drawings yielded a price beyond the funds available to the Hospital, Dimeo's team worked intensively in a matter of weeks, just prior to scheduled construction, to bring the construction cost within an acceptable range. The recommendations made by Dimeo were reviewed by the Hospital and the architects and resulted in a reduction in overall construction costs of 12%. This effort enabled the project to proceed without scope reductions into construction with an appropriate budgetary contingency.

Because of Dimeo's close team cooperation, flexibility of timing the building sequence, and tight schedule controls, many preplanned scope options were incorporated into the project during the construction phase without extending the original completion date. Without this careful preplanning, spirit of team cooperation, and the sophisticated project controls incorporated by Dimeo, added scope items such as the magnetic resonance imaging unit, an additional patient floor and new dietary facilities could not have been incorporated into this project during construction in such a cost effective manner. The result that a quality constructed, technically complex building was completed on schedule and within a tight budget shows an exceptional professional capability in working with the architects, engineers, the subcontractors and our medical and administrative staff. You and your staff are to be commended for a job well done.

Sincerely,

J. Scott Abercrombie, Jr., M.D.
President

Lawrence V. Tomlinson, R.A.
Atrium Pavilion Project Manager

Women & Infants Hospital
of Rhode Island
Established in 1884
Affiliated with Brown University
and Rhode Island Hospital

101 Dudley Street
Providence, Rhode Island
02905-2499
401-274-1100

OCT 1 . 1988

September 30, 1988

Women & Infants'

Mr. Thomas Dimeo
President
Dimeo Construction Company
P.O. Box 279
Providence, Rhode Island 02901

Dear Tom:

Ron Ummel had asked if we would be willing to write a letter of reference for Dimeo Construction about our level of satisfaction with your company as relates to the construction of our new Hospital. Please accept this as our letter of reference which you may feel free to use with future potential clients.

The Hospital was and is extremely pleased with the level of knowledge, technical assistance and quality of work provided by Dimeo Construction in the design, development and construction of our new facility on the site of Rhode Island Hospital. From the very beginning, the staff of Dimeo was of great assistance to us in working with the architect to provide practical solutions and approaches to various design problems, finding practical ways by which we might reduce the costs of the overall budget, and assisting us with the development of cost estimates for the project. As we approached the ground breaking date, Dimeo worked with the architect and our administrative staff to fine tune the schedule for construction realizing that, due to our delay with obtaining CON approval, time was of the essence in accomplishing our relocation and to take advantage of the favorable environment for bidding the job. Throughout the construction period, Dimeo was always mindful of our desire to complete the project on time. When there were those who questioned our ability to relocate in June, 1986, Dimeo marshalled the necessary resources to insure completion of the facility. -The project was finished ON TIME and our relocation came off without a hitch due to any last minute delays in construction. The result was a quality constructed building that was completed on schedule. During the approximately three years, your staff showed an exceptionally professional capability in working with the architect, the engineer, the subcontractors and our medical and administrative staff. They are to be commended for a job well done.

Should any future client wish to speak with us further, we would be pleased to respond to their questions. As Lee worked most closely with your staff and managed the project from the Hospital's perspective, I would suggest that they direct their questions to him.

Sincerely,

Thomas G. Parris, Jr.
President

Leland G. Clabots
Project Director
Executive Vice President

THE MIRIAM HOSPITAL

164 Summit Avenue
Providence, Rhode Island 02906

Patient Care
Education
Research

MAY 18 1989

May 16, 1989

Mr. Thomas Dimeo
Chairman
Dimeo Construction
75 Chapman Street
Providence, RI 02905

Dear Tom:

It is over a year and a half since we broke ground for our new building on that fateful day of October 19th. It turned out that that day was a happy one for the hospital judging by the end result --- the beautiful new ambulatory care building that is now in the process of being set into operation.

Your company did a wonderful job, and I want to express to you and to your organization our appreciation not only for the excellent result but for the wonderful cooperation we got from beginning to end.

Kind personal regards.

Sincerely,

Edwin A. Jaffe
Chairman of the Board

EAJ/hs

DIMEO

RECENT HOSPITAL PROJECTS

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RECENT HOSPITAL PROJECTS

Project/Location	Owner	Architect	Completion Date
New Inpatient Facility Boston, MA	Boston City Hospital	Hoskins Scott Taylor & Partners/Cannon	1993
Renovations & Addition Dorchester, MA	Carney Hospital	The Planning Resource	1992
Cancer Management Center Methuen, MA	Holy Family Hospital	The Ritchie Organization	1991
ICU/CCU Addition Providence, RI	Roger Williams General Hospital	The Ritchie Organization	1991
Radiology/Pathology Labs Renovation Providence, RI	Rhode Island Hospital	Shepley, Bulfinch, Richardson & Abbott	1990
Bio-Medical Center Providence, RI	Brown University	Shepley, Bulfinch, Richardson & Abbott	1989
New Construction of Ambulatory Care Facility Providence, RI	Miriam Hospital	Stecker LeBau Arneil McManus	1989
Conversion of Hospital to 165 bed Nursing Facility Providence, RI	Roger Williams General Hospital	The Ritchie Organization	1989
Cancer Therapy Addition Providence, RI	Roger Williams General Hospital	The Ritchie Organization	1989
MRI & Cafeteria Addition Boston, MA	University Hospital	Hoskins Scott Taylor & Partners	1989
Addition and Renovations South Attleboro, MA	Fuller Memorial Hospital	Graham/Meus	1988
Children's Inn/ Longwood Galleria Boston, MA	Children's Medical Ctr.	LEA Group	1988
Surgical Pavilion Addition Wakefield, RI	South County Hosp.	The Ritchie Organization	1988
Atrium Pavilion Bldg. Boston, MA	University Hospital	Hoskins Scott Taylor & Partners	1988

DIMEO

RECENT HOSPITAL PROJECTS

Project/Location	Owner	Architect	Completion Date
Addition and Renovations Pawtucket, RI	Memorial Hospital	The Ritchie Organization	1987
Dietary Wing and Emergency Room	Roger Wms. Gen. Hospital	The Ritchie Organization	1987
Ambulatory Bldg. Pawtucket, RI	Memorial Hospital	The Ritchie Organization	1986
New Construction & Renovations Providence, RI	Roger Wms. General Hosp.	The Ritchie Organization	1986
Facility Relocation Providence, RI	Women's & Infants Hospital	Karlsberger & Associates	1986
Edwin C. Brown Health Care Ctr. Warwick, RI	Rhode Island Group Health	Steffian Bradley Associates	1985
New Construction & Renovations Dorchester, MA	Carney Hospital	The Ritchie Organization	1984
CAT Scan Addition Woonsocket, RI	Woonsocket Hosp.	Keyes Assoc.	1984
New Construction Norwood, MA	Norwood Hospital	The Ritchie Organization	1983
New Construction & Renovation Everett, MA	Whidden Memorial Hospital	The Ritchie Organization	1983
New Additions and Renovations Woonsocket, RI	Woonsocket Hosp.	Keyes Assoc.	1981
New Construction Newport, RI	Edgehill	Robinson, Green & Beretta Corp.	1980
New Staff Auditorium Pawtucket, RI	Memorial Hosp.	The Ritchie Organization	1980
New Additions and Renovations	Newport Hospital	Symmes, Maini & McKee	1980

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HEALTH CARE PROJECT DATA SHEETS

Women and Infants Hospital
Providence, Rhode Island

Project:	Women & Infants Hospital
Architect:	Karlsberger & Associates
Size:	256,000 SF
Cost:	$32.0 million
Delivery Method:	Construction Management (GMP)
Pre-construction Duration:	24 Months
Construction Duration:	30 Months

On this new 256,000 SF hospital, Dimeo worked with the hospital staff and the architect during the CON process for two years prior to an actual construction start. During this critical pre-construction process Dimeo provided detailed estimating, scheduling and value engineering reviews that in turn saved the hospital in excess of $6 million.

Value engineering recommendations included a change in exterior skin to all brick which saved $750,000 and a suggestion to reposition the structure to align with existing utilities which saved an additional $1.2 million in utility and excavation costs. Due to V.E. savings the team was able to increase the scope of the project by 36,000 SF and still stay within the approved CON budget.

In the hospital's old facility, Dimeo built a patient room and two labor and delivery rooms as working models to test the function of the room design. Based on the results of these test models, 120 private suites and 12 labor and delivery rooms were designed and built.

During construction, costs were monitored to track potential savings on the project which had been gained through the competitive bid process at the subcontractor level. Portions of the savings were reallocated during construction for additional amenities and finish upgrades.

Women & Infants began operation in the new facility, now considered to be a model for future hospitals of its type, one month ahead of the original schedule.

Building With Teamwork

DIMEO
THE DIMEO COMPANIES

Norwood Hospital
Norwood, MA

Project:	New Additions & Renovation
Architect:	The Ritchie Organization
Size:	154,000 SF
Cost:	$18.5 million
Delivery Method:	Construction Management (GMP)
Pre-construction Duration:	8 Months
Construction Duration:	22 Months

This 154,000 SF project included two separate buildings, an energy plant that provides steam and emergency electrical power to new and existing facilities and a five-story structure that includes operating rooms, a 250-seat cafeteria, an intensive care unit, 157 medical/surgical beds and a psychiatric care facility.

Early during the planning and design phase of the project, Dimeo's value engineering recommendations represented over $4 million in owner savings. Recommendations included shifting the structure 10 feet to the south to avoid additional ledge. This move saved over $500,000 in blasting and excavation costs.

Another recommendation came in the area of exterior skin. Ten different facades including pre-cast, brick, metal, etc. were analyzed before selecting a metal panel facade that met architectural needs for aesthetics yet was within the project's budget.

Building With Teamwork

DIMEO
THE DIMEO COMPANIES

Boston University Medical Center
University Hospital
Boston, Massachusetts

Project:	Atrium Pavilion Building
Architect:	Hoskins Scott Taylor and Partners
Associate Architects:	Hansen Lind Meyer
Size:	300,000 SF
Cost:	$55 million
Delivery Method:	Construction Management (GMP)
Pre-construction Duration:	6 Months
Construction Duration:	36 Months – Phase I, 9 Months – Phase II

The 300,000 SF University Hospital project features a four-story glass enclosed atrium that serves as the hospital's main lobby. The structure's exterior facade is pre-cast concrete and glass.

As construction manager, Dimeo provided a guaranteed maximum price (GMP) with 65% of the drawings complete.

Early during the project, Dimeo professionals met on a number of occasions with the medical staff of the hospital to ensure that potential problem areas were identified before construction began. Dimeo's unique scheduling and planning approach kept the project on schedule to completion in spite of a scope change that added an additional floor to the structure when construction was already 10% complete.

Value engineering recommendations made early during the process reduced costs by $7 million while maintaining the original scope.

During the final stages of construction, Dimeo successfully coordinated the installation of a complex and sophisticated HVAC system, a special reinforced concrete slab and a 1.0 tesla magnetic resonance imaging facility.

Building With Teamwork

DIMEO
THE DIMEO COMPANIES

Memorial Hospital
Pawtucket, Rhode Island

Project:	Main Building & Ambulatory Building Addition
Architect:	The Ritchie Organization
Size:	98,000 SF
Cost:	$14 million
Delivery Method:	Construction Management (GMP)
Pre-construction Duration:	14 Months
Construction Duration:	20 Months

Dimeo has successfully completed four projects for Memorial Hospital. The most recent included 98,000 SF of renovation and construction of new administrative offices, an ambulatory facility, outpatient clinics and a new entrance that features a dome lobby (shown at left) which is modeled after the hospital's original entrance area.

Dimeo was hired as Construction Manager prior to the submission of the CON and was responsible for developing the total project cost, schedules for phased delivery, establishing a GMP and the execution and coordination of the actual construction.

The primary focus of the pre-construction activity was to evaluate the cost and scheduling impact of a phased delivery process involving the movement of hospital personnel and patients into temporary structures while renovating existing space. Once the construction began, the pre-construction effort proved to be a success as the demolition and construction activity occurred without interrupting ongoing hospital operations and patient care.

Building With Teamwork

DIMEO
THE DIMEO COMPANIES

A Gralla Publication

MARCH 1990

FACILITIES DESIGN & MANAGEMENT

For Corporate Executives, Managers, and Planners of Office Environments

Cover

Atrium Pavilion Directs BU Med Center Traffic

Air Intake Fights Office Pollution

Old Methods, New Twists For Building Delivery

Fibers & Fabrics Sanction Fire Regs

Photos by Paul Gobeil

By BETH LEIBSON
Associate Editor

Atrium Pavilion Directs Traffic and Technology

Designed by Hoskins Scott Taylor & Partners, the Atrium Pavilion readies The University Hospital for innovation

The Atrium Pavilion is the epitome of design as traffic cop. Space design in the eight-story, $86 million addition to The University Hospital at Boston University Medical Center filters staff from patients, inpatients from outpatients, and utilities and incoming supplies from all of the above. As major entrance to the complex, the Atrium Pavilion actually directs circulation both horizontally and vertically not only within its walls, but throughout the 12-building medical complex.

By its very charter as Boston University's (BU) tertiary facility, The University Hospital must keep on the cutting edge of medical techniques and technologies. The facility treats BU's more esoteric subspecialties. "I always saw it as a contradiction," says Miriam Pollack, director of planning. "We had a highly sophisticated clinical base, but facilities that were wholly inadequate due to code deficiencies, wiring, and traffic patterns."

Image also came into play. In the old facility, visitors

The nurses station (left) *sits in the center of triangular inpatient nursing units, allowing the nurses to see into most rooms. Some patient rooms* (above) *share a small area to entertain visitors.*

Jacqueline Dart
Executive V.P., Operations
The University Hospital
at Boston University
Medical Center

Administrative committee approves all changes

"Everything went very well, and I attribute that to having a good architect, a good contractor, and a lot of input from all around the institution.

To give us information about all the departments, we had a series of user groups representing a cross section of different departments and personnel within the hospital, such as physicians, radiology, nursing, and housekeeping.

The administrative review group, which I served on, was responsible for overseeing the user groups; we knew what they were up to every step of the way. We were responsible for setting up the guidelines and parameters for the project, reviewing administrative decisions, and resolving any issues that weren't settled within the user groups. The committee also reviewed all final plans in terms of space allocation and interior finishes, and how the project would work organizationally.

The administrative review group worked with Larry Tomlinson, the hospital's staff architect and project manager. As overseer of the user groups, he set their goals and gave them options. A lot of the ideas for new efficiencies, such as centralizing sterilization, came from him. He also acted as the hospital's representative in dealing with the architect.

We phased the move-in over a period of nine months. Pharmacy actually moved in before the building was finished, due to a space crunch in the old location. The building had been enclosed and was perfectly safe, and the department itself was finished. Pharmacy decided not to wait until all the building's finishes were applied. We moved OR in at the beginning of May 1988; that was the last group to move into the Atrium Pavilion.

We took pains to orient employees to the new facility. We had training sessions to acquaint everyone with the new traffic patterns. We even created a video for employee orientation. Everyone seems pleased to be here."

Three emergency generators, fiber optics, and variable air volume help save space and money

couldn't even find the front door. Departments throughout the medical school, the schools of public health and dentistry, and the hospital had grown piecemeal, without comprehensive direction.

Space was cramped and afforded little privacy to the infirm. "Patients on litters would wait in corridors to be taken to radiology or elsewhere. They would travel in elevators also carrying visitors and staff," explains Pollack. "This doesn't give the patient dignity and comfort," says architect John J. Scott of Hoskins Scott Taylor & Partners (HST&P).

Organizing circulation on all levels

Painstakingly designed to organize circulation both horizontally and vertically, the Atrium Pavilion serves as entry and orientation point for the entire complex. Scott determined horizontal adjacency by use, designating floors as public, inpatient, or service. Three elevator banks sift traffic vertically by function.

"Certain adjacencies are very important," explains Scott. "You want to have radiology next to emergency, intensive care next to the surgical suite. You want to separate public movement from staff and patient movement," he adds.

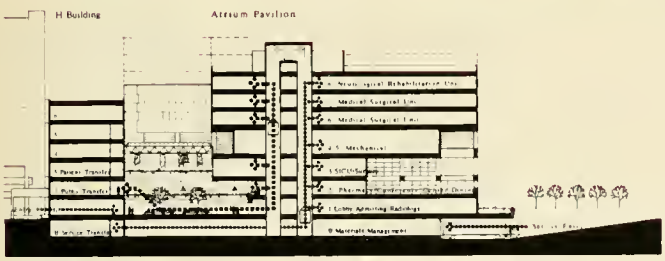
Scott establishes the traffic patterns in the three-story, plant-bedecked atrium. Visitors approach reception, which resembles a busy concierge desk. From there, many avenues are open. To the right, elevators head to public and inpatient areas within the pavilion; to the left, an escalator leads to second floor bridges that connect with other buildings in the complex; straight back, beneath the skylight, is radiology; and next to that is the emergency room.

Ambulatory patients traverse the atrium's second floor corridor; beds are wheeled on the third, allowing nonambulatory patients to enjoy the bright atmosphere while traveling discreetly behind the foliage. Circulation patterns for ambulatory and nonambulatory patients are separate throughout the facility; in fact, radiology has two waiting rooms on either side of the nurses station.

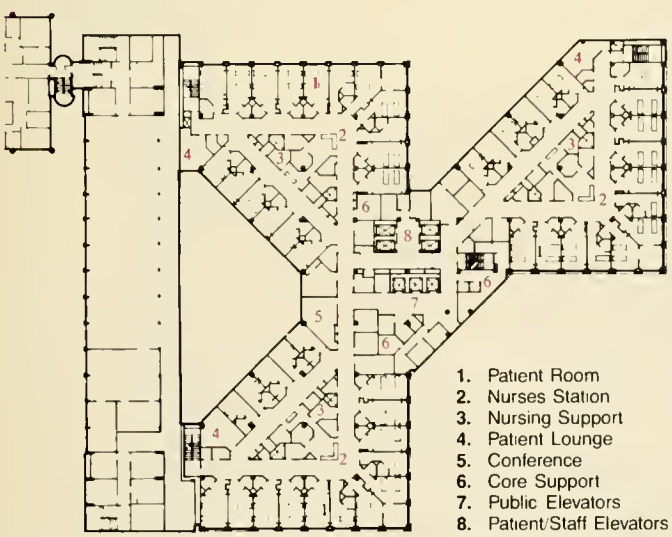
Space dictates procedures and economies

The surgical suite shows the care taken in planning space. Ten operating rooms (ORs) abut a pre-op and post-op recovery area that is just down the hall from intensive care units (ICUs). And all ORs are large enough to accommodate the clinical participation and mobile equipment necessary for cardiothorasic surgery, one of the hospital's specialties; previously, only one OR was suitable for these operations.

In the surgical suites, design responds to a change in hospital procedure. Surgical equipment was sterilized right in the suite in the old facility. But in the Atrium Pavilion,



Building section



The Atrium Pavilion (top) *serves as front door to the entire complex. A plan of an inpatient nursing unit shows the pods.*

Scott has saved space on the tight inner-city site by centralizing sterilization and moving it to the basement, near materials handling, where supplies are received and distributed.

Two elevators are dedicated to moving sterilized goods to the surgical suite: one transports soiled materials, the other, clean ones. "The case cart moves from the central facility, where everything is sterilized and prepared, to the surgical suite," explains Pollack. "Doctors used to hoard supplies; now they have to trust that their materials will be ready for them, within easy reach."

As creating systems saved space, so did technological advances such as fiber optics. Rather than build an observation area for students into every OR, Scott chose to let fiber optic cable carry the images to a conference room, where the proceedings can be viewed.

Design also helped save on personnel. Patient floors are laid out in three symmetrical, color-coded triangular pods. Nurses, stationed in the center, can see to most rooms, which means fewer nurses are needed.

Planning for growth that maintains adjacencies

Hospital expansion is rarely orderly, as planning director Pollack learned from the previous building. By taking advantage of user input to anticipate likely growth areas, the hospital's orderly traffic flow is maintained. "Spaces are organized for today's needs without foreclosing any future growth," Scott explains. Two floors of inpatient nursing units and an entire bay can be added.

So far, Scott's plan has worked. During the construction phase, additional funds came through, allowing the hospital to build a cafeteria and kitchen that were originally slated for three to four years down the road. Scott expanded the am-

HST&P built scale models and full-size mock-ups of patient rooms for user groups to peruse

bulatory surgery area by commandeering space intended for a small temporary coffee shop. "This becomes the admitting area, which directly ties into the building behind, where ambulatory surgery is performed," explains Scott.

User groups sign off on drawings and models

HST&P established a variety of programming/design groups to approach the project by area, i.e.: inpatient, ICU, radiology, surgery, materials handling. The hospital, in turn, set up user groups, under an administrative committee and a project coordinator, to provide input *(see sidebar)*.

Once all user groups signed off on the programming, Scott created a schematic design. The firm built a number of models of the building's exterior, ranging from a 1/50-in. to 1/8-in. scale. "When we were discussing color palettes, we actually painted the walls of the models," says Scott, "so that user groups could see what it would look like." HST&P built portions of the buildings, such as the entry lobby, at 1/4-in. scale, as well as full-size mockups of patient rooms. User groups OK'd the models.

High-tech toys need fancy wiring

Highly complex, wiring for the hospital varies by use. Most of the facility uses communications and electronic power from cable trays that fit neatly in the ceiling space between floors. Radiology, which has tremendous power demands, supplements with poke-through. In the OR, power for lighting comes down from the ceiling. Three 100KW emergency generators monitor the daily demand and kick in when necessary.

Wiring accommodates bedside computers, a state-of-the-art version of the standard clipboard chart not yet in use. The building is also ready for electronic mail and a hospital information system that includes medical staff registry.

The Atrium Pavilion is cooled by variable air volume (VAV). Chosen despite its higher cost, VAV is a flexible system that provides an extremely clean flow of air, useful for bacteria control, explains Scott. Dedicated units serve surgery, recovery, and ICU suites.

Designing around the sophisticated needs of high-tech equipment can be a planner's nightmare. Take magnetic resonance imaging (MRI), for example. MRI is a huge magnet that serves the same diagnostic function as X-rays, but without the radioactivity. It requires a raised access floor to fill its power needs, and creates a magnetic field. The field was enclosed in a steel-plated box to limit interference from other equipment such as PCs.

The sheer 14,000-lb. weight of MRI itself—never mind the steel casing—means that the structure of the building itself must be reinforced. A project like this must be anticipated and incorporated into the design, so Scott prepared the facility for MRI even before the money was approved.

Completed in October 1988, the project was actually begun in 1981, when the first Determination of Need (DoN) application was prepared. Each state has its own DoN process geared to financing medical or educational facilities. Massachusetts', explains Pollack, is strict to root out duplication of services. Monies are provided via Massachusetts Health & Education Facilities Authority (Mass. HEFA) bonds.

The Atrium Pavilion project, carrying a price tag of roughly $86 million, actually required at least four separate DoN applications. HEFA picked up $76 million of the bill, and the hospital's equity contribution amounted to about $10 million. But The University Hospital is not finished yet—there will be at least one more DoN before the hospital achieves its goal of moving all clinical services into the Pavilion. □

Atrium Pavilion
The University Hospital

Boston, Massachusetts

Number of beds: 233
Completion date: October 1988
Total square footage: 290,000
Project team: Karen K. Kirby, Senior Vice President, Nursing. Jacqueline Dart, Executive Vice President, Operations. Lawrence V. Tomlinson, Project Manager.

Consultants

Building Architect/Interior Designer	Hoskins Scott Taylor & Partners
Associate Architect	Hansen Lind Meyer
Structural Engineer	McNamara/Salvia Consulting Engineers
Mechanical, Electrical Engineer	BR + A
General Contractor	Dimeo Construction Co.
Acoustical Consultant	Cavanaugh-Tocci
Art Consultant	The University Hospital Design Services
Office Furniture Dealer	Milcare Inc.

Sources

Patient room furnishings: Nemschoff (*bedside table, chair, coffee table*); Hill-Rom (*bed*); USG (*acoustic ceiling*); Maharam (*cubicle curtain*); Interface (*carpet tile*); Armstrong (*vinyl composition tile*); Benjamin Moore (*paint*). **Management and secretarial furniture:** Herman Miller (*desk, credenza, workstation, chair, table, panel system*). **Reception furniture:** Tuohy. **Conference room furniture:** Nemschoff. **Cafeteria furniture:** Shelby Williams. **Drapery fabrics:** Maharam Duratex. **Window blinds:** Levolor. **Wallcoverings:** BFG, Genon & Guard. **Surfacing materials:** Wilsonault PL. **Stairs, railings:** Zephyr Metal Craft, Inc. **Ceilings:** Armstrong. **Flooring:** Interface (*carpet squares*); Armstrong, Mipolam (*vinyl*); Dal-Tile (*hard tile*). **Access floor:** Floating Floors, Inc. **Architectural materials:** Fishey Skylights, Inc. (*skylights*); Pre-Con Co., Major Glass (*exterior*). **Building systems:** Simplex (*fire and safety alarm*); Johnson Building (*automated building controls*); Dover (*elevators*).

Airy and plant-filled, the facility's three-story atrium (above) *welcomes the infirm. Below, a typical patient room offers a view of Boston's skyline.*

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E A L T H C A R E

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Norwood Hospital

University Hospital

Boston University Medical Center,
Boston, Massachusetts
ARCHITECT: Hoskins Scott Taylor and Partners
Associate Architects: Hansen Lind Meyer, Chicago
270,000 gross square feet of new construction
$55 million project.

One of the largest hospital projects undertaken in New England in recent years. This major Boston teaching hospital requires replacement of 147 existing beds; and the addition of surgical units, radiology, and various other support departments.

University Hospital, Boston University Medical Center, Boston, MA

Carney Hospital

Dorchester, Massachusetts
ARCHITECT: The Ritchie Organization
101,000 square feet of new construction
85,000 square feet of rehabilitation
$18 million project

The hospital remained fully operational during comprehensive and complex construction of a five-story, wraparound addition in an extremely confining courtyard.

Carney Hospital, Dorchester, MA

The boiler plant was relocated underneath an existing parking garage, requiring ledge blasting within yards of the existing structure and patients, without injury to either. Exterior windows were replaced without disturbing patients. Extensive cooperation between Dimeo and the hospital staff made it possible to continue hospital services throughout the project.

Edgehill

Newport, Rhode Island
ARCHITECT: The Robinson Green Beretta Corp.
117,000 square feet of new construction
$7 million project

Located on the grounds of a former Newport mansion, this 160-bed alcohol rehabilitation facility required restoration of a 17th century Swiss farm and manor house for use as administrative offices, as well as new construction of patient rooms, food services, a laundry room, recreation area and auditorium.

Memorial Hospital

Pawtucket, Rhode Island
ARCHITECT: The Ritchie Organization
76,000 square feet of new construction
$14 million project

After completion of our second project for Memorial (see photograph), the company was awarded a third, which required extensive site demolition. The new construction, which was designed to match and blend into an existing seven-story structure, included additional department areas, as well as a new ambulatory clinic.

Memorial Hospital, Pawtucket, RI

Edgehill, Newport, RI

N.E. Deaconess Hospital

Boston, Massachusetts
ARCHITECT: The Architect's Collaborative
58,500 square feet of new construction

Because of the nature of the construction of clinical lab/radiation therapy facilities, this project required extremely deep excavation in extremely tight quarters. The hospital is on a busy city street, which placed additional constraints on the project. This is Dimeo's first of three projects for the hospital.

N.E. Deaconess Hospital, Boston, MA

Norwood Hospital, Norwood, MA

Norwood Hospital

Norwood, Massachusetts
ARCHITECT: The Ritchie Organization
154,000 square feet of new construction
$18 million project

This five-level structure contains 145 patient beds and acute care support areas, and is complemented by a garden atrium that rises from the second floor to the roof. A new free-standing boiler plant was constructed to house HVAC systems that provide heating and cooling for the new and existing facilities. By using a fast track approach, this project was completed several months ahead of schedule — under budget.

Roger Williams Hospital

Providence, Rhode Island
ARCHITECT: The Ritchie Organization
62,000 square feet of new construction and renovations
$7.7 million project

This is the third project Dimeo has completed for the hospital. It called for an L-shaped facility that wrapped around the existing main building to house the pharmacy, physical therapy, central sterile, EKG, endoscopy and radiology rooms. Also required were a 125-foot vaulted skylight running along the ground floor corridor; and two elevators, accessible from any floor in the present main building.

Roger Williams Hospital, Providence, RI

Whidden Hospital

Everett, Massachusetts
ARCHITECT: The Ritchie Organization
27,000 square feet of new construction
36,000 square feet of renovations
$6.4 million project

The construction of this new 10-bed intensive care unit called for a radius curve configuration and a limestone facade, as well as cantilevered construction over a new emergency entrance and emergency room. It was built in an extremely tight work area. Despite this, full bed count was maintained throughout construction. The project was finished ahead of schedule and under budget.

Whidden Hospital, Everett, MA

Women and Infants Hospital

Providence, Rhode Island
ARCHITECT: Karlsberger & Associates, Ohio
220,000 square feet of new construction
$32 million project

This teaching hospital is viewed as the model for future hospitals for women and children in North America and Europe. Dimeo's input began prior to submission of the C.O.N. application. The project itself called for an alternate birthing center and 12 labor/delivery/recovery rooms, as well as future expansion capabilities.

Women and Infants Hospital, Providence, RI

Building Confidence.
It Begins With Dimeo's Operations Specialists.

Any construction company worth its salt can put up steel. Mix mortar. Lay bricks.

But how do you build confidence? There are no blueprints to follow. No specifications to conform to.

At Dimeo, we start by building trust. We know that in order to gain our clients' confidence, we first have to earn their trust.

So our confidence-building starts here. In our conference room. Where, instead of blue-skying it, our operations people get down to business, putting their grey matter to work.

For example, how do we blast a ledge of rock 30 feet from an existing hospital building without disturbing either the structure or the patients?

Or, how do we keep laundry and food services operating while we run our renovations over and around these essential hospital functions?

It's all in the pre-planning. For over 60 years now, we've brought Dimeo experience, problem-solving techniques and expertise in construction to all our hospital projects. And it's paid off handsomely. We've saved clients both time and money, by completing their projects ahead of schedule. Without overages.

The next time you're scheduled to build, schedule a meeting with us. And let us lay the foundation for building more than your hospital building. Dimeo builds confidence.

Medical Clients

Boston University Medical Center
University Hospital
Boston, MA

Edwin C. Brown Health Care Center
Rhode Island Group Health Association
Warwick, RI

Women & Infants Hospital
Providence, RI

Whidden Memorial Hospital
Everett, MA

Norwood Hospital
Norwood, MA

Carney Hospital
Dorchester, MA

Woonsocket Hospital
Woonsocket, RI

Edgehill
Newport, RI

South Side Medical Center
Providence, RI

Cranston General Hospital
Cranston, RI

Butler Hospital
Providence, RI

Summit Health Center
Providence, RI

McLean Home
Simsbury, CT

Mary Hitchcock Memorial Hospital
Hanover, NH

Danbury Hospital
Danbury, CT

Westerly Hospital
Westerly, RI

St. Joseph's Hospital
Providence, RI

200-Bed, 10-Story Addition
Newport Hospital
Newport, RI

New Emergency Room, ICU, Main Entrance
Newport Hospital
Newport, RI

Boiler Plant
Roger Williams General Hospital
Providence, RI

Laboratory Additions and Renovations
Roger Williams General Hospital
Providence, RI

New Dietary Wing/Renovations
Roger Williams General Hospital
Providence, RI

Parking Garage
New England Deaconess Hospital
Boston, MA

Nursing School and Dormitory
New England Deaconess Hospital
Boston, MA

Clinical Laboratory
New England Deaconess Hospital
Boston, MA

Addition to Wood Building
Memorial Hospital
Pawtucket, RI

Classroom/Auditorium Renovations
Memorial Hospital
Pawtucket, RI

Ambulatory, Emergency, Administration
Memorial Hospital
Pawtucket, RI

Jane Brown Wing
Rhode Island Hospital
Providence, RI

George Building
Rhode Island Hospital
Providence, RI

Radiology & Pathology Renovations
Rhode Island Hospital
Providence, RI

Alterations and Additions
South County Hospital
Wakefield, RI

Bio-Medical Building
Brown University
Providence, RI

New Inpatient Facility
Boston City Hospital
Boston, MA

Fuller Memorial Hospital
South Attleboro, MA

Ambulatory Health Care Center
Miriam Hospital
Providence, RI

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University Hospital
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Norwood Hospital
Norwood, MA

Carney Hospital
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Providence, RI

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Mary Hitchcock Mem
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New Emergency Roon
Newport Hospital
Newport, RI

Boiler Plant
Roger Williams Gene
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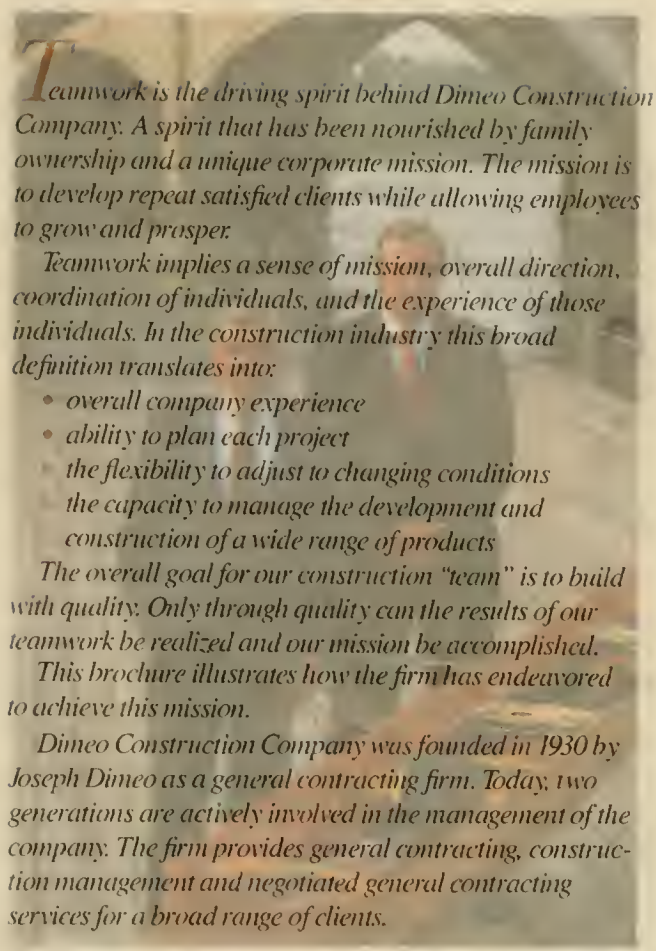

Teamwork is the driving spirit behind Dimeo Construction Company. A spirit that has been nourished by family ownership and a unique corporate mission. The mission is to develop repeat satisfied clients while allowing employees to grow and prosper.

Teamwork implies a sense of mission, overall direction, coordination of individuals, and the experience of those individuals. In the construction industry this broad definition translates into:

- *overall company experience*
- *ability to plan each project*
- *the flexibility to adjust to changing conditions*
- *the capacity to manage the development and construction of a wide range of products*

The overall goal for our construction "team" is to build with quality. Only through quality can the results of our teamwork be realized and our mission be accomplished.

This brochure illustrates how the firm has endeavored to achieve this mission.

Dimeo Construction Company was founded in 1930 by Joseph Dimeo as a general contracting firm. Today, two generations are actively involved in the management of the company. The firm provides general contracting, construction management and negotiated general contracting services for a broad range of clients.

M

Boston University M
University Hospital
Boston, MA

Edwin C. Brown He
Rhode Island Group H
Warwick, RI

Women & Infants
Providence, RI

Whidden Memorial
Everett, MA

Norwood Hospital
Norwood, MA

Carney Hospital
Dorchester, MA

Woonsocket Hospital
Woonsocket, RI

Edgehill
Newport, RI

South Side Medical C
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Cranston General Ho
Cranston, RI

Butler Hospital
Providence, RI

Summit Health Cent
Providence, RI

McLean Home
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Mary Hitchcock Mem
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Danbury, CT

Westerly Hospital
Westerly, RI

St. Joseph's Hospital
Providence RI

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Newport, RI

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Newport Hospital
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Building With Teamwork

"Our corporate philosophy is to deliver quality construction through teamwork . . . and employees that are dedicated to excellence."

Thomas P. Dimeo (Left)
Chairman of The Board

Harry Van Matre (Right)
President

DIMEO
CONSTRUCTION CO.

Experience can be compared to athletic training. It is the act of participating in an activity time and time again to perfection.

Dimeo Construction Company has a broad range of construction management and general contracting experience. The firm actively builds health care facilities; office, retail and residential development projects; corporate projects of all types; education, government and public sector work; and renovation/restoration projects.

Experience runs deep with large projects yet the company has the flexibility and systems to handle small projects as well.

National corporate clients include John Hancock Mutual Life Insurance Company; Digital Equipment Corp.; Hasbro, Inc.; and Raytheon Company. Education and government clients includes Harvard University, Massachusetts Department of Transportation and Brown University. Health care clients include University Hospital in Boston, Norwood Hospital and Women & Infants Hospital in Providence, RI.

"We have over 58 years of experience. Each year the projects get more interesting . . . more challenging."

Ron Ummel
Vice President

Transportation Building, Boston, MA

"The Planner's role is to provide the client and his architect with the accurate information they need to make informed decisions."

Richard Canning
Planner

Planning is the key to successful competition and the key to a successful construction project.

When utilizing a construction management or negotiated approach Dimeo gets involved early in a project. Early planning involvement allows Dimeo to provide owners and architects with cost estimates and constructability reviews when they can help most.

Dimeo's planning approach is unique. A Planner, who has an architectural and construction background, is assigned to each project. The Planner plays a major role in project development working with the owner and architect.

Planners have prime responsibility for defining a project's scope, schedules, estimates, constructability and value engineering. Historical data as well as current local market knowledge is utilized. When requested the Planner will also develop an acceptable guaranteed maximum price (GMP) for the project.

University Hospital, Boston, MA

Management skills are essential for a team to succeed – whether on the water or on a construction site.

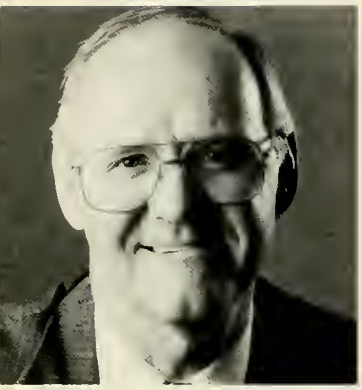
Skillful interpretation of plans and specifications brings life to construction drawings and schedules. Construction phase services at Dimeo begin with experienced field personnel working closely with Planners to prepare bid packages, stimulate subcontractor interest, purchase labor and materials, and mobilize field operations. Reports are customized to fit owner needs, shop drawings are reviewed, schedules and plans are implemented, and seasoned construction veterans supervise the building process every step of the way.

Dimeo Construction Company's management skills are evident at the start of a project during the planning phase and ground breaking, as well as at the end during owner move-in and ribbon cutting.

"The Construction Executive has bottom-line responsibility to complete the job to owner satisfaction."

Gene Schreiber
Construction Manager

John Hancock Mutual Life Insurance Company, Clarendon Building, Boston, MA.



"Every builder needs accurate systems . . . the beauty of our systems is that they are flexible and can be tailored to fit owner needs."

Jack Coxall
Purchasing

Flexibility or the ability to adjust and adapt to changing conditions makes a winning team.

At Dimeo, family ownership has enhanced flexibility by reducing corporate bureaucracy. Access to top management is fast and easy. The company's primary objective is client satisfaction, therefore a variety of delivery systems including general contracting, construction management and a negotiated approach are all available to owners.

Operating systems and reports are flexible as well. Whatever systems or information is important to owners is provided. This includes a variety of reports including special schedule updates, cost reports, cash flow projections, etc. All systems and reports are customized to fit owner needs.

Another operating procedure designed with owners in mind is the open book approach. Owners have access to all cost information at anytime. The open book approach insures owners they pay for only those items received and allows cost figures to be examined at any time.

Trinity Church, Newport, RI

Quality. The desire, ability and tenacity to strive for excellence and achieve it. Quality can be achieved by rowing the good race, or by successfully completing a structure on time and to specifications.

At Dimeo Construction Company quality has its roots in good people. People that are inspired by craftsmanship and quality each day. People with vision and long range goals.

Dimeo is proud of the long number of years served by its employees. Compensation is tied to performance and no shortcuts are allowed when building a structure or a career. For example, Dimeo's project manager training program is a stepping stone program that all project managers must go through. The steps include: field engineer, assistant superintendent, superintendent, assistant project manager and then finally project manager. At Dimeo all employees are responsible for quality.

"The Company has built with craftsmanship and quality for over 50 years."

Frank Marrapese
Superintendent

Old Stone Square, Providence, RI

Dimeo Construction Company . . . building with teamwork, pride and quality.

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Amica Mutual Insurance Company
Biltmore Hotel
Brown University
Bryant College
Carney Hospital
Columbia Memorial Hospital
Digital Equipment Corporation
Filene's
Fleet National Bank
Harvard University
Hasbro, Inc.
Mary Hitchcock Memorial Hospital
Homart Development Company
Metropolitan Life Insurance Co.
Miriam Hospital
New England Deaconess Hospital
New England Telephone
Newport Hospital
Old Stone Bank
The Outlet Company
Panasonic Corporation
Prime Computer, Inc.
Providence College
Raytheon Company
Rhode Island Hospital
Sears, Roebuck & Company
South County Hospital
Springfield Institution for Savings
United States Coast Guard Academy
University Hospital
University of Rhode Island
Vassar College
Women & Infants' Hospital
Woonsocket Institution for Savings

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Amica Mutual Insurance Company
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